

## CHAPTER 4

## JOB-GRADING STANDARDS AND GUIDES

A. GENERAL CLASSIFICATION STANDARDS AND GUIDES1. Classifying Jobs of Full Assistants

a. Full assistants are considered to be second in command in the organization or activity with full authority to act on all matters for which the manager or supervisor is responsible. An example of a situation that warrants classification at this level is an organization where the amount of work is so voluminous as to require a second person to share the manager's responsibility and relieve him or her of the day-to-day work operations. This permits the manager to handle priority projects and crisis situations. Another example is when the manager is required to regularly be away from the office and the assistant must have full managerial authority for daily operations. In each case, in order to be classified as an assistant, he or she must have direct day-to-day line authority over personnel and work operations.

b. When classifying a position that is considered to be a full assistant, as outlined above, the manager or supervisor is graded first, without regard to the assistant. The full assistant position is then graded at least one level below the final grade of the supervisor or manager.

c. In situations where the assistant's authority is limited in scope, and he or she performs work at a level less than that described above (that is, when the assistant performs some of the manager's functions and only assumes full responsibility in the normal absences of the supervisor), judgement must be used in determining the grade level. Under no circumstances shall an automatic one grade differential be attached to positions titled "Assistant" without regard to the level of authority and responsibility inherent in the position, and positions may be classified at any lower grade level as the particular combination of duties and responsibilities of that individual "Assistant" position warrant.

2. Grade Evaluation Guide for Leaders in AS and PS Positions

a. This standard shall be used to grade jobs that regularly involve leading the work of employees in occupations in the AS or PS categories. Working leaders also perform work that is usually of the same kind and level as that done by the group led. It is the nature of the responsibility for the work of others, rather than the number of employees involved, that distinguishes between leader and supervisory jobs. However, when the number of workers is more than six, the job shall be reviewed carefully to determine whether it is a supervisory rather than a leader position. Conversely, when the number of employees is less than three, the job shall be reviewed to determine the propriety of establishing a leader position.

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b. Exclusions

(1) Employees who in performing their own work are assisted by helpers, laborers, or other lower grade level workers.

(2) When the work personally performed by the leader exceeds the grade level that would be assigned based on the work performed as the leader.

(3) Positions that meet the requirement for supervisory allocation.

c. Titles and Codes. Jobs covered by this standard shall be identified by adding the "Lead" prefix to the job title of the occupation that the leader technically leads. For example: Lead Computer Clerk, AS-335-6, Lead Recreation Assistant, PS-189-6. Where the final grade of the leader position is based on its nonleader work, and that work is allocated higher than allowed by this standard, the position shall be classified and evaluated as a nonleader position. However, the Lead prefix may be left in the title as appropriate. Documentation for the record in this instance is advisable.

d. Range of Responsibility. Leaders are accountable to supervisors for:

(1) Passing on to other workers the instructions received from the supervisor and getting the work started.

(2) Working along with other employees and setting the pace.

(3) Demonstrating proper work methods.

(4) Assuring that needed material is available or is obtained.

(5) Obtaining needed information or decisions from supervisors on problems that occur during the work.

(6) Maintaining a current knowledge of and answering questions on procedures, policies, written instructions and other directives.

(7) Ensuring that there is enough work to keep everyone in the work crew busy.

(8) Checking work while in progress and when finished to ensure that the supervisor's instructions on work sequence, procedures, methods, and deadlines have been met.

(9) Urging or advising other employees to follow instructions received from supervisors, and to meet deadlines.

(10) Ensuring that safety and housekeeping rules are followed.

(11) Reporting to supervisors on the status and progress of work, and causes of delays.

(12) Answering supervisor's questions on overall work operations and problems.

Under this standard, leader jobs are graded by adding one grade to the grade of the base level of nonsupervisory work led. If the base level of **nonsupervisory** work led is AS-7 or **PS-7**, the leader job must be classified in the UA, category, in accordance with job-grading standards for this category.

### 3. Grade Evaluation Guide for Supervisors in AS and PS Positions

a. Coverage. This standard is used to grade jobs that involve supervision of three or more employees in occupations in the AS or PS categories .

b. Range of Responsibility. Supervisors are accountable to management for the quantity and quality of the work done and for assuring efficient and economical work operations. They are responsible for the following:

(1) Assigning, directing, and reviewing the work of subordinates and evaluating their work performance.

(2) Approving or disapproving sick leave, annual leave, or other absences from work.

(3) Planning, scheduling, and coordinating work operations.

(4) Solving problems related to the work supervised.

(5) Determining material, equipment, and facilities needed.

(6) Explaining and gaining the support of subordinates for management policy and goals (for example, cost reduction);

(7) Working to achieve the objectives of DoD Component-wide programs and policies, such as labor-management relations and **equal** employment opportunity; and

(8) Dealing effectively with employees and union representatives on employee suggestions, complaints, grievances and other matters.

#### c. Jobs Not Covered by this Standard

(1) Jobs in which the incumbent is responsible for leading other workers and for assuring that work assignments are carried out as described in the separate grading standard for working leaders. Such leaders are not **accountable**, as are supervisors, for planning, scheduling and directing work operations; evaluating and rating subordinates on their work performance; and other supervisory duties to ensure that the work of subordinate employees meets standards of quantity and quality.

(2) Jobs in which the incumbent performs duties of a managerial or executive nature in the UA category. (Such positions are classified in accordance with the OPM "Position Classification Standards for General Schedule (GS) Positions" (reference (h)) and applicable DoD classification guides).

d. Titles and Codes. Jobs covered by this standard are identified by using the series code and adding the word "Supervisor" to the job title of the occupation reflecting the base level of nonsupervisory work supervised.

e. Grading Supervisor Jobs. Under this standard, supervisory jobs are graded by adding two grades to the grade of the base level of **nonsupervisory** subordinate worker. If the base level of nonsupervisory subordinate worker is AS-6 or 7 or PS-6 or 7, the supervisor job must be classified in the UA category, in accordance with job grading standards for this category.

f. Determination of Base Level of Work. This factor considers the level and complexity of the work operations supervised and their effect on the difficulty and responsibility of the supervisor's position.

(1) In determining the base level of work performed, consideration" must be given to all work that affects the difficulty of the supervisor's job. This includes all operations for which the supervisor is held accountable by management for the quantity and quality of work done. Therefore, credit shall not be given for those work operations when the supervisor is not responsible for the technical as well as administrative aspects of the work.

(2) The base level of work will be the highest level of **non-supervisory** work under the direct technical and administrative supervision of the position being evaluated when such work represents a significant portion of the total subordinate population (approximately 25 percent).

Note: When determining the base level, exclude any work for which the grade level of the subordinate position is based on a high degree of independence or when the incumbent of a position performs work as an assistant or leader. In some instances, a portion of the work force may be in a training status and the full performance level not achieved. In such cases, a constructed grade level may be determined that represents the full performance level.

g. Comparison of Duties and Responsibilities for Nonsupervisory, Leader, and Supervisory Positions. The following table will assist users in determining the differences between leader and supervisory positions. Note that nonsupervisory employees may periodically perform leader or supervisory type duties and responsibilities during emergencies or for other short-term periods. However, the intent of this standard is to allow allocation to the leader level for positions that contain leader duties and responsibilities as a continuing requirement.

EMPLOYEE	LEADER	SUPERVISOR
Full performance of work for which qualified.	Relays instructions from supervisor.	Plans and schedules work.
Provides day-to-day advice and guidance to lower grade and less experienced employees.	Gets the work started. Sets work pace.	Determines performance standards, and evaluates employees' performance.
Works as senior project or team leader on temporary assignments at higher grade (not to be used as base level for leader or supervisor).	Demonstrates work methods and provides work-related guidance. Ensures that worksite materials and tools are available.	Effects hiring, promoting, motivating, disciplining, and separating employees. Counsels and coaches employees .
Works at level above full performance based on personal expertise (not to be used as base level for leader or supervisor)	Checks with supervisor on problems. Checks on work and meets productivity goals,	Supports Equal Employment Opportunity (EEO) Affirmative Action program. Approve leave.
Assumes leader or supervisory duties on an emergency or intermittent short term basis.	Ensures employees follow security, safety and house-keeping rules. Conducts on-the-job training and instructions. Performs supervisory duties in an emergency or other short-term and nonrecurring basis.	Meets with employee representatives. Preponderance of time supervising (80 percent).

4. Supervision of AS and PS 6 or 7 Level Work (to be issued)

5. Effect of Reduction in Number of Employees Supervised in the Classification of Supervisory and Managerial Positions

a. Some supervisors and managers are under the impression that the grades of their positions are based exclusively on the number of people supervised and that a reduction in this number that results from their own effectiveness may automatically downgrade their positions. On the contrary, a reduction in the size of the assigned work force does not adversely affect the supervisory position; in fact, provisions exist to reward supervisors and managers for accomplishing their duties and responsibilities in an efficient and productive manner.

b. The Supervisory Grade Evaluation Guide (SGEG), which is used to evaluate supervisory duties and responsibilities across UA occupational lines, describes 10 or more different aspects of **supervisory** work that must be **con-**sidered in determining the grade level of a supervisory position. The evaluation factors included in the SGEG consider elements such as the complexity and scope of supervisory duties, the level of responsibility delegated to the **super-**visor, the nature and difficulty of the work supervised, and the degree of supervision exercised. Additionally, the SGEG includes special adjustment factors that provide for appropriate consideration of certain aspects of supervisory positions not considered in the other evaluation factors. Accordingly, position classifiers must carefully interpret all of these factors in order to effectively evaluate the worth of the total position. Similarly, managers must adhere to the principles of good position management in order to establish an effective and efficient organizational and position structure.

c. Although the number of employees supervised shall be considered in determining a supervisor's grade, this consideration is made in conjunction with an evaluation of many other factors that measure equally important aspects of the supervisory position. Accordingly, sound classification judgment must be exercised in reevaluating the position of a supervisor whose effectiveness in directing work operations has resulted in a decrease in the number of employees supervised. The final grade of a supervisory position shall be based on an evaluation of the total position and on the relationship of each factor to the overall worth of the duties and responsibilities assigned to the position. It is important that program managers clearly understand the provisions and concepts that affect the classification of supervisory positions and that are set forth both in the law, and in the **SGEG**, or other specific standards.